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# **Readiness Reform Oversight Council**

13 November 18

Hon. Thomas Modly  
ADM Bill Moran

# Readiness Reform Oversight Council 13 Nov 18 Agenda

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- Nominations for Transition
- RROC Fiscal Update
- OLA Update
- Outcome Assessments

# Recommendations for Transition

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- CC 3 / 4 – Realign TYCOMs
- CC 7 – Disestablish C4F
- FD 5 – Ship-check validation process
- FD 7 – Bridge system design/procedure review
- FD 9 – Standards for including human performance factors
- FD 10 – Accelerate plan to replace RADAR and Nav systems
- FD 12 – Consolidation of bridge system authorities
- TR 1 / 4 / 5 / 6 – SWO Career Path Training
- TR 2 – SWO Log Books
- TR 7 – Improve ORM Training at SWOS

# Recommendations for Transition

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- TR 8 – Update SWORD
- TR 10 – Evaluate use of YPs
- TR 17 – Update Bridge and CIC Watchstation PQS
- TR 21 – Establish SUWC as primary for surface contact mgmt
- M 1 / 2 / 3 / 19 / 20 – SWO Career Path
- M 10 / 11 – Overseas Screening
- M 13 / 14 / 15 – FDNF-J Manning

## RRSG Playbook CC 3 / CC 4 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: CC 3 /CC 4
- Origin: SRR 2.5.1.b / 2.5.1.c
- Description: Relocate the three “Lead/Follow” platform Type Commander positions under U.S. Fleet Forces Command/U.S. Pacific Fleet
- Officer of Primary Responsibility: OPNAV N3N5
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## 2. Implementation Plan

- **DID NOT IMPLEMENT**
- War readiness necessitates the need for a chelon Fleet Commander to monitor and direct functions, to include command and control responsibilities and employment decisions.
- Principal mission of TYCOMs is to ascertain and fulfill needs for manning, training and equipping of force. This to be modified via a newly created Naval Integrated Readiness and revised OFRP instructions.

### 3. Assessment Plan

- (b) [REDACTED] CNO [REDACTED] hosted of [REDACTED] examined Navy bifurcated chains of command; not just OPCON and ADCON but also force generation and force employment. [REDACTED] participants included SECNAV, CNO, CNO, USFF, CPJ, DCNOS, [REDACTED] eds [REDACTED] ars. OPNA, N3/N5 developed and executed series of vignette discussions with FleetS, TYCOMs, and JOCOM Naval Components.

## 4. Transition Plan

- N/A

# RRSG Playbook CC 7 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: CC 7
- Origin: SRR 2.5.4
- Description: Disestablish and absorb US Fourth Fleet functions into a re-established US 2nd fleet, similar to the US Sixth Fleet construct
- Officer of Primary Responsibility: OPNAV N3N5
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## 2. Implementation Plan

- **DID NOT IMPLEMENT.**
- May '18- CNO reestablished C2F. Allows C2F to reduce overlap between administrative and operational responsibilities for East Coast units, and better respond to the changing security environment.
- C4F should continue to execute COMNAVSO duties as required by UCP.
- Allows C2F to focus on warfighting and certification process of deploying forces.
- C2F is being tracked under CC6.

## 3. Assessment Plan

- VCNO hosted off-site examined Navy bifurcated chains of command; not just OPCON and ADCON but also Force generation and Force employment. Participants included SECNAV, CNO, VCNO, USFF, CPF, DCNOs, retired 4-stars.
- OPNAV N3N5 developed and executed series of vignette discussion with Fleets, TYCOMs, and COCOM Naval Components

## 4. Transition Plan

- |N/A

# RRSG Playbook FD 5 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item number: FD5
- Origin: SRR 4.4.4.b
- Description: Reinstitute a ship-check validation process
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor:  
Mismatch between Force Structure / Readiness and Operational Demand

## **2. Implementation Plan**

- Continue to conduct ship checks in accordance with JFMM and evaluate them for compliance and effectiveness.
- CNRMC conducted a comprehensive study of all Surface CNO Availabilities from May 2017-May 2018 (49 Availabilities). With only two exceptions, all Maintenance and Modernization ship checks were accomplished to support availabilities. In the two cases where ship checks were not performed, similar ships were checked. Emergent schedule changes while ship check personnel were en route to port visits caused the two exceptions. Out of 19 ships that did not complete delivery on time, there was only one ship that had any RCC attributable to a missed ship check, and that single RCC cost was \$14k. Neither availability RCC nor OTD have been driven by a ship check non-accomplishment.
- Implementation completion date: 31 May 2018

## **3. Assessment Plan**

- Assessment description:
  - Ship-check validation comprehensive study conducted by NAVSEA CNRMC
- Quantitative metrics as applicable:
  - Ship check contribution to Request for Contract Change (RCC) correlation
  - Ship check contribution to On Time Delivery (OTD) correlation
- Assessment: The ship check process is effective and in compliance with the established directive (JFMM Vol II) and has not contributed to any availability extensions and only minimal (up to 15%) RCCs.

## **4. Transition Plan**

- NAVSEA will continue having primary responsibility following transition.
- NAVSEA will maintain responsibility for executing ship checks and ensuring the process supports successful ship availability execution.
- TYCOM will continue to work with the Regional Maintenance Centers (RMC) to monitor ship check effectiveness throughout milestone briefs.
- Lesson's Learned are collected and maintained by RMC representatives via the Surface Team One (ST1) website that is utilized for future availabilities.
- Estimated Completion Date: ongoing.

# RRSG Playbook FD 7 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 7
- Origin: CR 7.3.11
- Description: Conduct design and procedural reviews to reassess all variations of Bridge control systems in the fleet.
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Equipment Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)



# RRSG Playbook FD 9 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 9
- Origin: CR 7.3.13
- Description: Develop standards for including human performance factors in reliability predictions for equipment modernization that increases automation.
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Equipment Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook FD 10 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 10
- Origin: CR 7.3.2
- Description: Accelerate plans to replace aging military surface search RADARs and electronic navigation systems.
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor:  
Equipment Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

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# RRSG Playbook FD 12 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 12
- Origin: CR 7.3.1
- Description: Consolidate responsibility and authority for Bridge system modernization and improve methods for human systems integration.
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Equipment Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 1 / 4 / 5 / 6 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item numbers: TR01, TR04, TR05, TR06
- Origin: SRR 3.3.1, CR 4.3.2.2, CR 4.3.1.1, CR 4.3.1.4
- Description: SWO Career Path
  - TR 01 Restructure officer career paths
  - TR 04 Evaluate SWO career path from accession to major command
  - TR 05 Create program to assess individual SWO skills over career
  - TR 06 Provide training to officers who qualify SWO without initial training
- Offices of Primary Responsibility: OPNAV N1, CNP, NETC, CNSF
- RRSg Tier: 1, 1, 1, 2
- Consolidated CR/SRR contributor factors: Mismatch between Force Structure / Readiness and Operational Demand, Training Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 2 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR02
- Origin: SRR 3.3.3
- Description:
  - TR 02 Require officers to maintain a career record of watch-standing hours and specific operational evolutions for surface ship watch standers, similar to naval aviator flight hour logs and separate from current deck logs.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR contributor factors: Training Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 7 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR07
- Origin: Comprehensive Review 4.3.1.3
- Description: Improve Operational Risk Management training and education at all Surface Warfare Officer School milestone courses.
- Office of Primary Responsibility: NETC
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Training Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 8 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR 8
- Origin: Comprehensive Review 4.3.1.5
- Description: Update the Surface Warfare Officer Requirements Document to capture the metrics used to evaluate seamanship and navigation skills in Surface Warfare seamanship safety assessments.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Training Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 10 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR 10
- Origin: Comprehensive Review 4.3.1.7
- Description: Evaluate use of Yard Patrol craft in all officer accession programs.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Training Shortfall

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)



# RRSG Playbook TR 17 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR 17
- Origin: Comprehensive Review 4.3.1.8
- Description: Update PQS standards for Bridge and CIC watch stations including navigation, radars, control systems, and team performance related to navigation and contact management and avoidance.
- Office of Primary Responsibility: NETC
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Training Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 21 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR 21
- Origin: Comprehensive Review 5.3.7
- Description: Revise the NAVDORM to establish the SUWC as the primary surface contact management and contact avoidance watch station in CIC and establish formal SUWC training.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Training Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook M1/M2/M3/M19/M20 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item numbers: M1, M2, M3, M19, M20
- Origin: CR: (4.3.2.3, 4.3.2.1) & SRR: (3.3.1.d, 3.3.1.e, 3.3.1.f)
- Description: Five related SWO Career Path recommendations
  - CO/XO Model (M1) – Did not implement, retaining Fleet-up
  - Afloat Staff Tours (M2) – now post-DH or post-DIVO
  - Department Head (DH) Tours (M3) – greater number of single longer tours
  - Division Officer (DIVO) Tours (M19) – single longer tour/refocused
  - SWO Accessions (M20) – validated, need to assess to DH requirement. Action taken to ensure sufficient qualification opportunity exists for all DIVOs
- Officer of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR Contributor Factor(s):
  - Mismatch between force structure, readiness, and operational demand.
  - Training shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook M10/M11 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item numbers: M10, M11
- Origin: CR: 6.3.2.5, 8.3.4.3 SRR: N/A
- Description: Improve the overseas and sea duty screening processes to more rapidly identify those who will not screen for overseas and/or sea duty and to accelerate the process to identify replacement candidates.
- Review the Overseas Screening, Sea Duty Screening, Overseas Tours Extension Incentives Program (OTEIP) and Exceptional Family Member programs to improve mitigation to manning assignments for all forward-deployed ships and squadrons.
- Officer of Primary Responsibility: CNP
- RRSg Tier: 1
- Consolidated CR/SRR Contributor Factor(s):
  - Mismatch between force structure, readiness, and operational demand.

## 3. Assessment Plan

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## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook M13/M14/M15 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: M13, M14, M15
- Origin: CPF, IG, C5F
- Description: FDNF-J Manning, Prioritization of FDNF Manning over CONUS units, and C5F tour lengths
- Officer of Primary Responsibility: CNP
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5) (b) (5)

## 4. Transition Plan

# RROC Financial Status

## *Funding Accomplishments (FY18/19/20)*

- EQUIPMENT (Fiscal Working Group) – Improving ship equipment needed to safely navigate (Accelerated Next Generation Surface Search RADAR & ECDIS-N)
- MANNING– Improved manning on ship deployments, DESRON billets, Surface CO mentor program
- TRAINING – Improved fundamental training in safety and navigation (Accelerated planning and design for MSTP, improvements to shore based trainers)
- COMMAND AND CONTROL– Stand-up of C2F, funded billets for Surface Group Western Pacific
- INDUSTRY & BEST PRACTICES, GOVERNANCE, and OPERATIONS-accomplishments not requiring large fiscal investments:
  - ✓Baseline review of inspection, certification, assessment and assist visits
  - ✓Legislative proposal to delineate Service Chief readiness reporting
  - ✓Transmission Policy, prioritized Western Pacific operations, conducted Ready for Sea assessments

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# *RROC Financial Status Back Up*

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# **RROC Legislative Update**

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# RROC Outcome Assessment

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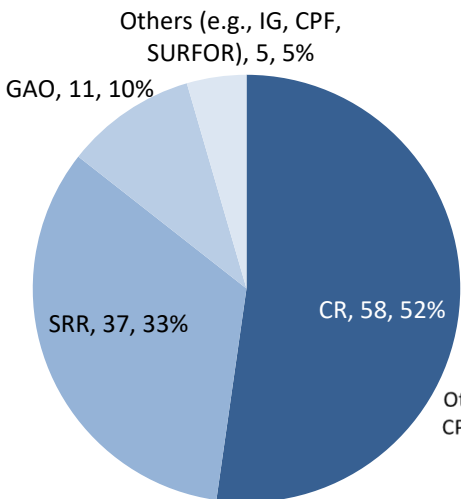
# Closing Comments

Back-up

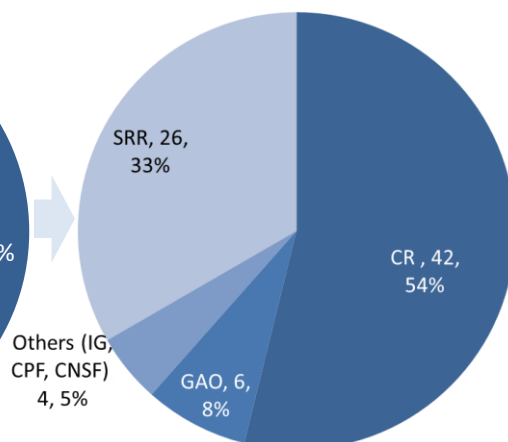
# RRSG Summary Dashboard- Current as of 26OCT18

## Recommendation Breakdown by Source

### 111 Playbook Recommendations

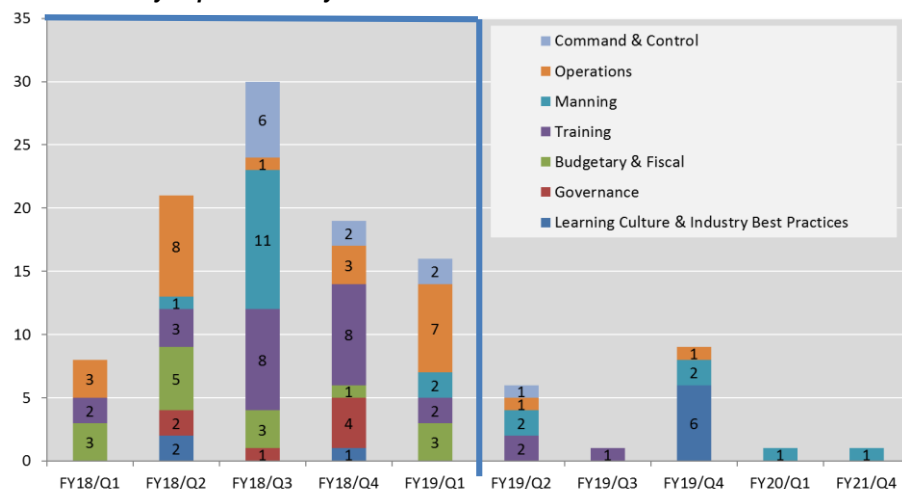


### 78 Recommendations Implemented as of 29OCT18



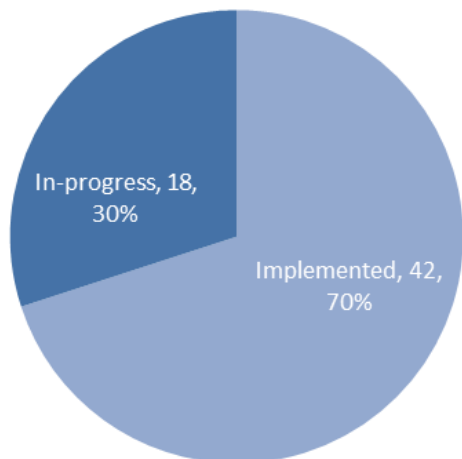
## Implementation Timeline by Working Group

85% fully implemented by FY19/Q1

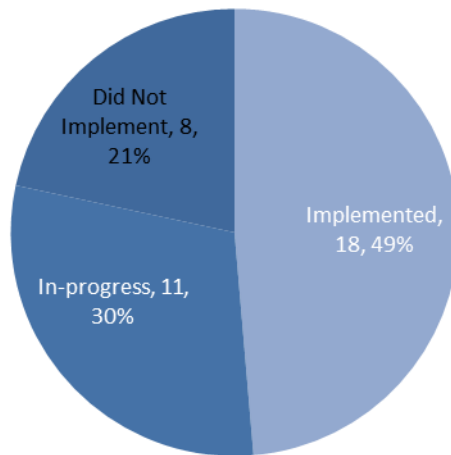


## CR/SRR Implementation Status

### CR

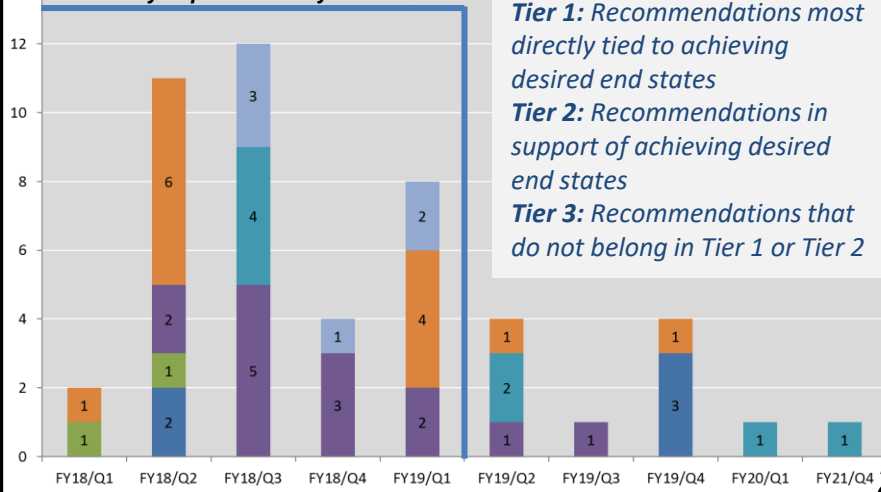


### SRR



## Tier 1 Implementation Timeline by Working Group

66% fully implemented by FY 19/Q1



**Tier 1:** Recommendations most directly tied to achieving desired end states  
**Tier 2:** Recommendations in support of achieving desired end states  
**Tier 3:** Recommendations that do not belong in Tier 1 or Tier 2

# Recommendations Implemented since 6 Aug RROC

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- **OP 20:** Numbered Fleets establish appropriate AIS policy
- **OP23:** Standardize Standing Orders & Battle Orders
- **FD 12:** Consolidate authority for Bridge Systems modernization
- **G 2:** Seek legislation to relax Goldwater-Nichols promotion requirements
- **G 3:** Amend DOPMA to retain some LT and LCDR
- **G 4:** Amend DOPMA to remove LDO control grade tables
- **G 6:** Legislation for Service Chief readiness accountability/ responsibility
- **IND 7:** Review all assessments, certifications to reduce burdens on ships
- **TR 8:** Update SWORD for evaluation of seamanship/nav skills
- **TR 17:** Update PQS for bridge & CIC watchstations

# Recommendations Projected for Balance of CY18

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- **CC 2:** Provide TYCOMs clear responsibility/accountability for F<sub>g</sub>
- **CC 11:** Establish Esch II HHQ responsible for readiness generation
- **OP 1:** Set a readiness standard and strictly enforce it
- **OP 3:** Adopt a training & readiness matrix for each certification level
- **OP 4:** Develop effective measures of overall ship readiness
- **OP 13:** Implement OFRP and sustainable schedule for FDNF
- **OP 18:** Develop assessment of cost/risk with reliance on overseas homeporting
- **OP 19:** Identify external factors that may impact readiness recovery plans
- **OP 22:** Update Bridge & CIC watch reqs in SORM, NAVDORM, EDORM
- **FD 8:** Improve RADAR and situational awareness piloting equipment
- **FD 13:** Update AIS laptops/equipment
- **TR 13:** Improve shore-based Bridge Trainers; add CIC functionality
- **TR 22:** Recertify BRM Training to USCG standards
- **M 12:** Conduct pilot to supplement manning on unit in basic phase
- **M 16:** Establish human performance expertise at all TYCOMs

## 06AUG18 RROC Action Items

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## RRSG Recommendation Life Cycle

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# Readiness Reform Battle Rhythm-Tentative Dates

October

November

December

January

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